



Using Program Logic/Causal Models to Measure Outcome and Impact Indicators in Democracy & Governance Projects

**U.S. Department of State Fourth
Annual
Conference on Program Evaluation
June 7-8, 2011
George C. Marshall Center**



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Goals of Workshop

- Define causal models and logic models and the differences between them
- Explain how the causal/logic model is integrated with the results framework
- Demonstrate how to use the causal/logic model to properly design, implement and monitor and evaluate your Democracy & Governance (D&G) projects
- Practical experience in learning how to create a causal model based on an actual Rule of Law (ROL) project



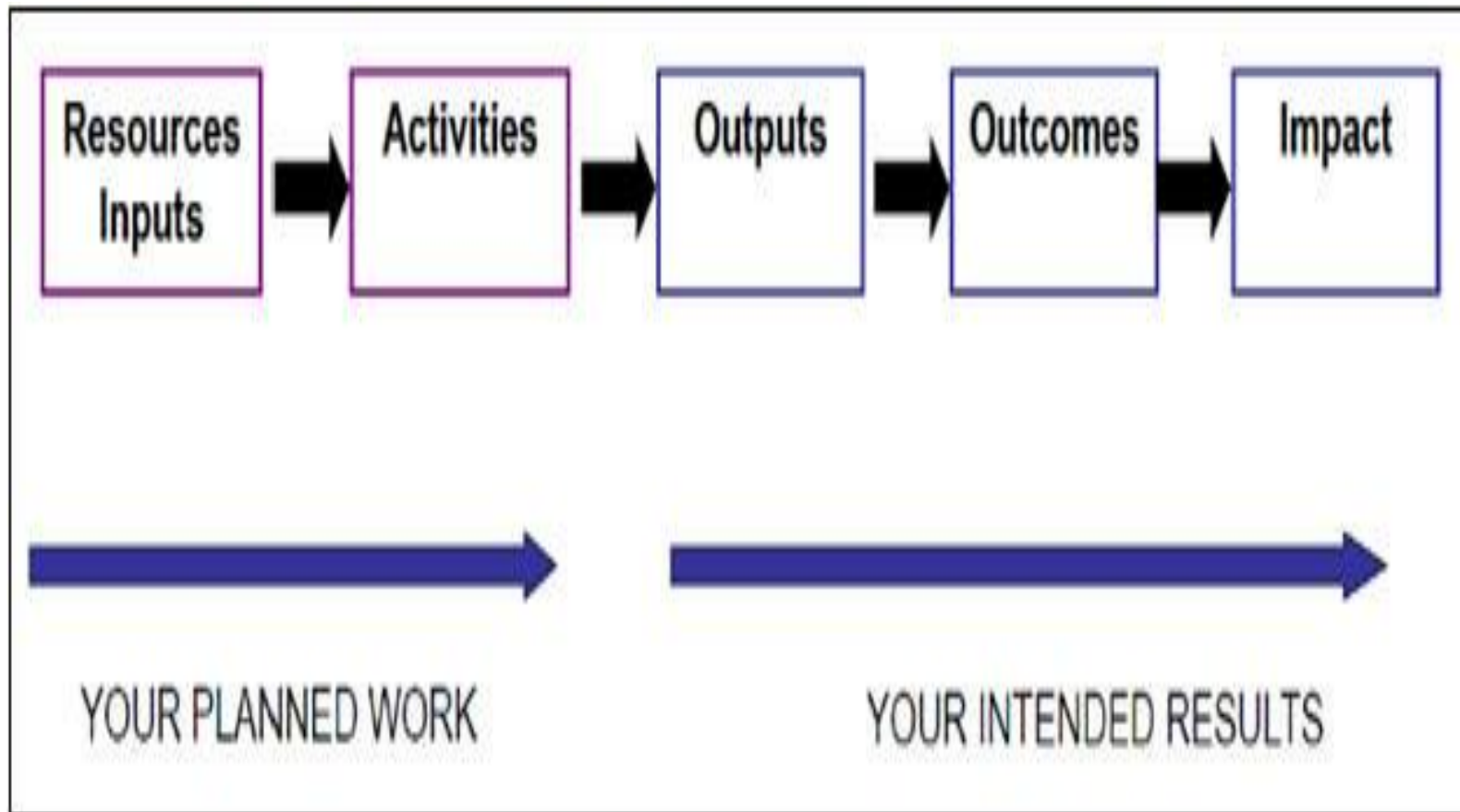
Logical/Causal Models

Definition:

- A program logic model shows the causal (or logical) link between program activities (inputs), the direct results of those activities (outputs), the effect those outputs have on the targeted beneficiaries (outcomes), and the ultimate project objective these outcomes serve (impact).
- A picture of how your organization does its work – the theory and assumptions underlying the program.



What it Looks Like





Logic Models and Results Frameworks

- The Logic Model should directly link project activities to results based on the results framework.
- A **result** is a significant, intended, and measurable change in the condition of a beneficiary or a change in the host country, institutions, or other entities that affect the beneficiary directly or indirectly.
- An **activity** is the way in which resources are organized and deployed.



D&G Project Challenges

- Identifying impact-level indicators
- Difficult to measure results
- Manageable Interest



D&G Project Challenges

OBJECTIVE:
GOVERNING JUSTLY AND DEMOCRATICALLY

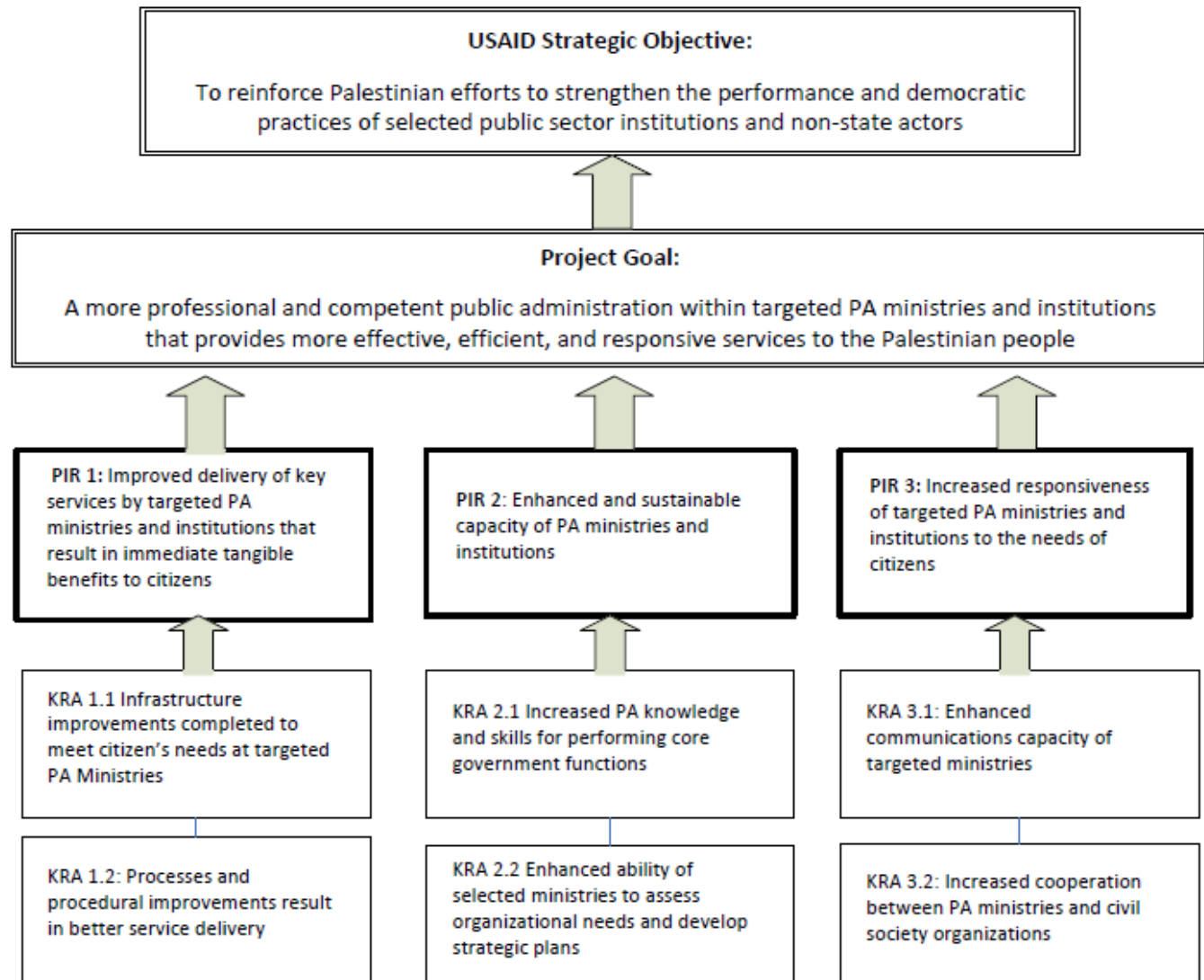
PROGRAM AREA:
RULE OF LAW & HUMAN RIGHTS

Program Area:
Rule of Law & Human Rights

ELEMENT: GJD - 1.1 CONSTITUTIONS, LAWS AND HUMAN RIGHTS	
INDICATOR TITLE: CONSTITUTION INCORPORATING FUNDAMENTAL FREEDOMS DRAFTED WITH USG ASSISTANCE	
DEFINITION: Fundamental freedoms include religion, peaceful assembly, association & expression.	
RATIONALE The Constitution is the fundamental document, backed up by the state and protected by law, on which democracy is based. Although the constitution alone does not guarantee freedoms, it does indicate a serious level of public commitment and sets a standard for government to follow.	
UNIT: Yes/No	DISAGGREGATE BY: None
TYPE: OUTPUT/OUTCOME Output	DIRECTION OF CHANGE: Yes = better
DATA SOURCE: Operating units	
MEASUREMENT NOTES:	

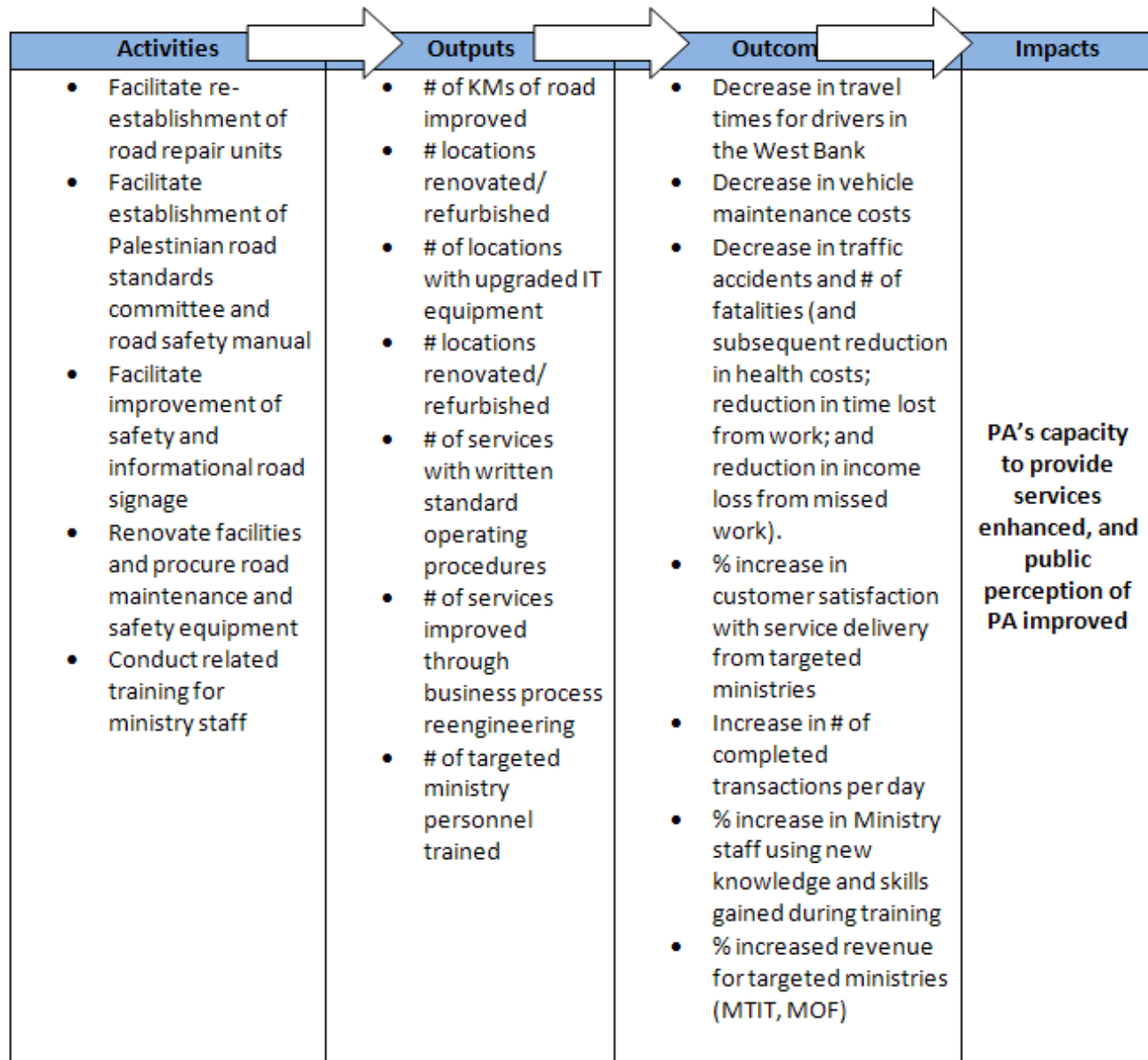
ELEMENT: GJD - 1.1 CONSTITUTIONS, LAWS AND HUMAN RIGHTS	
INDICATOR TITLE: NUMBER OF RETRIBUTIVE AND RESTORATIVE JUSTICE INSTITUTIONS CREATED OR SUPPORTED WITH USG ASSISTANCE	
DEFINITION: Retributive or restorative justice institutions include Truth and Reconciliation Commissions, international courts, domestic war crimes courts, and customary practices.	
RATIONALE: Measures one aspect of programs to end impunity and enable peaceful transitions to democracy & harmonize customary or religious law with state-based legal systems	
UNIT: Number of institutions	DISAGGREGATE BY: None
TYPE: OUTPUT/OUTCOME Output	DIRECTION OF CHANGE: Higher = better
DATA SOURCE: Post, or implementing partners	
MEASUREMENT NOTES:	

Palestinian Authority Capacity Enhancement (PACE) Project Results Framework





PACE Causal Model





Serbia Judicial Reform and Government Accountability Project (JRGA) Results Framework

USG Foreign Assistance Objective: Governing Justly and Democratically

Program Area 2.1: Rule of Law and Human Rights

Element 2.1.3: Justice Systems

Program Area 2.2: Good Governance

Element 2.2.4: Anti-Corruption Reforms

USAID/Serbia Strategic Objective: Democratic Structures in Serbia Strengthened

IR 2.1: Government Operations Improved

KRA 2.1.1: Judicial operations improved and efficiency increased

KRA 2.1.2: Improved capacity of judges and court professionals in Misdemeanor and Administrative Courts

IR 2.2: Civil Society Engagement in Public Life Increased

KRA 2.2.1: Increased NGO engagement in promoting and advocating for rule of law and judicial sector reforms

KRA 2.2.2: Improved NGO capacity to monitor government institutions' adherence to its anti-corruption commitments.

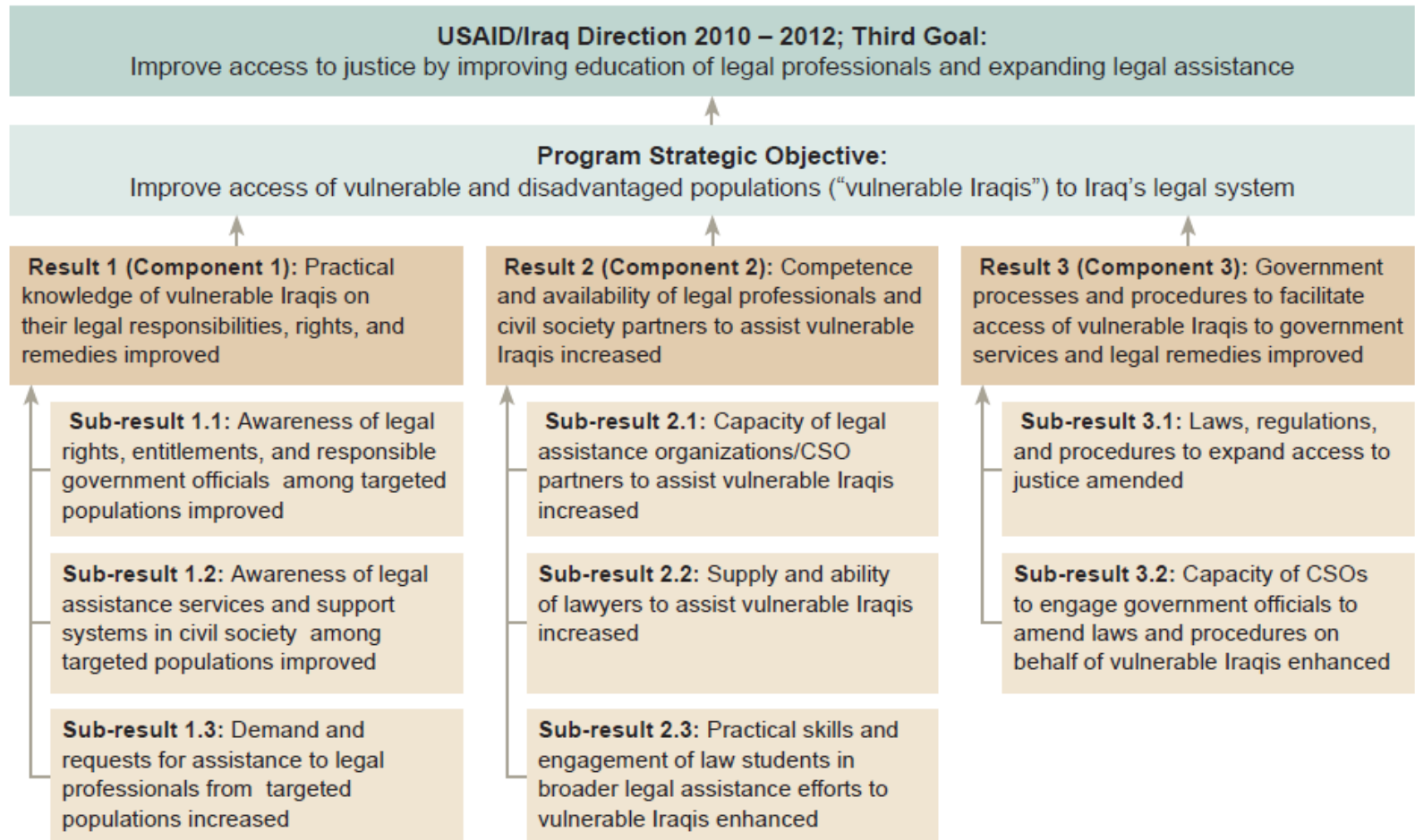


Serbia JRGA Project

Component	Task	Illustrative Activities (Inputs/Outputs)	RFP Expected Results	Objective-level Results	Impact
Component 1	2	Develop procedures and protocols for open court hearings	Open hearings are the rule rather than the exception	Misdemeanor and administrative court operations are more transparent and efficient	Strengthened rule of law, judicial independence, and administration of justice Increased public awareness about justice-sector reforms
	8	Establish public information kiosks/display hearing schedules/produce how-to brochures	Court users can easily find the information they need about the operations of the administrative and misdemeanor courts	Public awareness of misdemeanor and administrative courts' role and operations increased	
	3	Establish/revise time standards for processing of cases in the administrative and misdemeanor courts Identify and address case processing bottlenecks	Cases of all types in the administrative and misdemeanor courts resolved more quickly and backlogged cases resolved within established standards	Misdemeanor and administrative court operations are more transparent and efficient Judicial accountability promoted	
	4	Develop and enforce payment time standards for assessed court costs and fines in misdemeanor courts	Court costs and fines from all types of cases in all the misdemeanor courts are paid on time	Misdemeanor and administrative court operations are more transparent and efficient	
	5	Engage monitoring NGOs and survey court users on domestic violence protection and other substantive issues Train judges, prosecutors, bailiffs, and police in treatment of domestic violence victims during trial	Hearings are safe for all participants, including victims of family and domestic violence Courts implement coordinated policies for handling of cases involving related issues and/or parties Judges from all the misdemeanor courts show improved performance against Serbian-government-established competency standards	Gender equity promoted Percentage of public and CSOs reporting increased coordination between judiciary and relevant bodies for the handling of related issues Judicial accountability promoted	
	6	Hold bar-bench roundtables to discuss solutions to frequently	Courts implement coordinated policies for the handling of	Misdemeanor and administrative court operations	



Iraq Access to Justice Results Framework





Iraq Access to Justice Logic Model

	Illustrative Activities	Illustrative Outputs	Illustrative Outcomes (RF sub-results)	Sample Impacts (Results Framework result)
Component 1	<p>Conduct preliminary fact finding and formal needs assessments</p> <p>Conduct public outreach and advocacy-related media campaigns through a variety of media including SMS and radio</p> <p>Publish directory of available legal service organizations *</p> <p>Develop shuttle services to bring citizens from IDP camps to existing legal/resource centers *</p>	<p>Assessment reports on legal assistance needs identified by population type, size, and location</p> <p>Outreach campaigns reaching targeted groups</p> <p>Target groups' access to information on location and focus of legal CSOs increased</p> <p>Individuals receive assistance from partner civil society organizations, bar associations, legal clinics or government organizations</p>	<p>Improved awareness among targeted vulnerable populations of their legal rights, entitlements, and responsible government officials. (Sub-Result 1)</p> <p>Improved awareness of legal assistance services and support systems in civil society (advocacy groups, associations) among targeted vulnerable populations. (Sub-Result 2)</p> <p>Increased demand and requests for assistance to legal professionals from targeted vulnerable populations. (Sub-Result 3)</p>	
Component 2	<p>Organize community coalitions to identify and address most pressing legal needs of vulnerable populations</p> <p>Support CSO mobile teams to provide in home consultations or serve as roving legal clinics</p> <p>Conduct trainings with potential grantee-CSOs on financial management, M&E, reporting, and ethics</p> <p>Conduct law school institutional capacity assessments and implement practically oriented modules, including law clinics</p> <p>Strengthen capacity of bar associations to provide low or no cost services, in coordination with CSOs</p> <p>Develop continuing legal education classes for bar association members in partnership with a law school</p>	<p>Coalitions formed and working to address legal needs of vulnerable populations</p> <p>In home legal consultations provided to vulnerable populations</p> <p>CSOs qualified to begin IAJF simplified grant application process</p> <p>Law schools implementing practical skills curriculum and law clinics</p> <p>CSOs better able to provide low cost legal services</p> <p>Lawyers' specialized knowledge related to vulnerable populations increased</p>	<p>Increased capacity of legal assistance organizations and other civil society partners to assist vulnerable or disadvantaged populations. (Sub-Result 1)</p> <p>Increased supply and ability of lawyers to assist Iraq's vulnerable or disadvantaged populations. (Sub-Result 2)</p> <p>Law students trained in practical skills and enlisted in the broader effort to provide legal assistance to Iraq's vulnerable or disadvantaged populations. (Sub-Result 3)</p>	<p>Improve practical knowledge of vulnerable and disadvantaged Iraqis of their responsibilities, rights and remedies under Iraqi law. (Result 1)</p> <p>Increase the competence and availability of legal professionals and civil society partners to assist vulnerable and disadvantaged Iraqis (Result 2)</p> <p>Improve government processes and procedures to facilitate access of vulnerable populations to government services and legal remedies (Result 3)</p>
Component 3	<p>Convene issue oriented meetings with community coalitions to raise awareness on recommended legal reforms</p> <p>Invite government officials to engage with coalitions on recommended legal reforms</p> <p>Provide communications for appropriate government officials to allow them to more effectively spread awareness and knowledge about the relevant services their offices provide</p>	<p>CSO capacity to engage and advocate to government officials on legal reforms increased</p> <p>Greater awareness and support among government officials on need for legal reforms</p> <p>Citizens access to information about legal options provided by the government improved</p>	<p>Amended laws, regulations, or procedures clarify or modify practice under existing law so as to expand access to justice, as feasible, including new mechanisms for extra-court dispute resolution. (Sub-Result 1)</p> <p>Specialized civil society organizations (think-tanks, others) engage Government officials to amend laws/procedures to better attend vulnerable and disadvantaged populations. (Sub-Result 2)</p>	

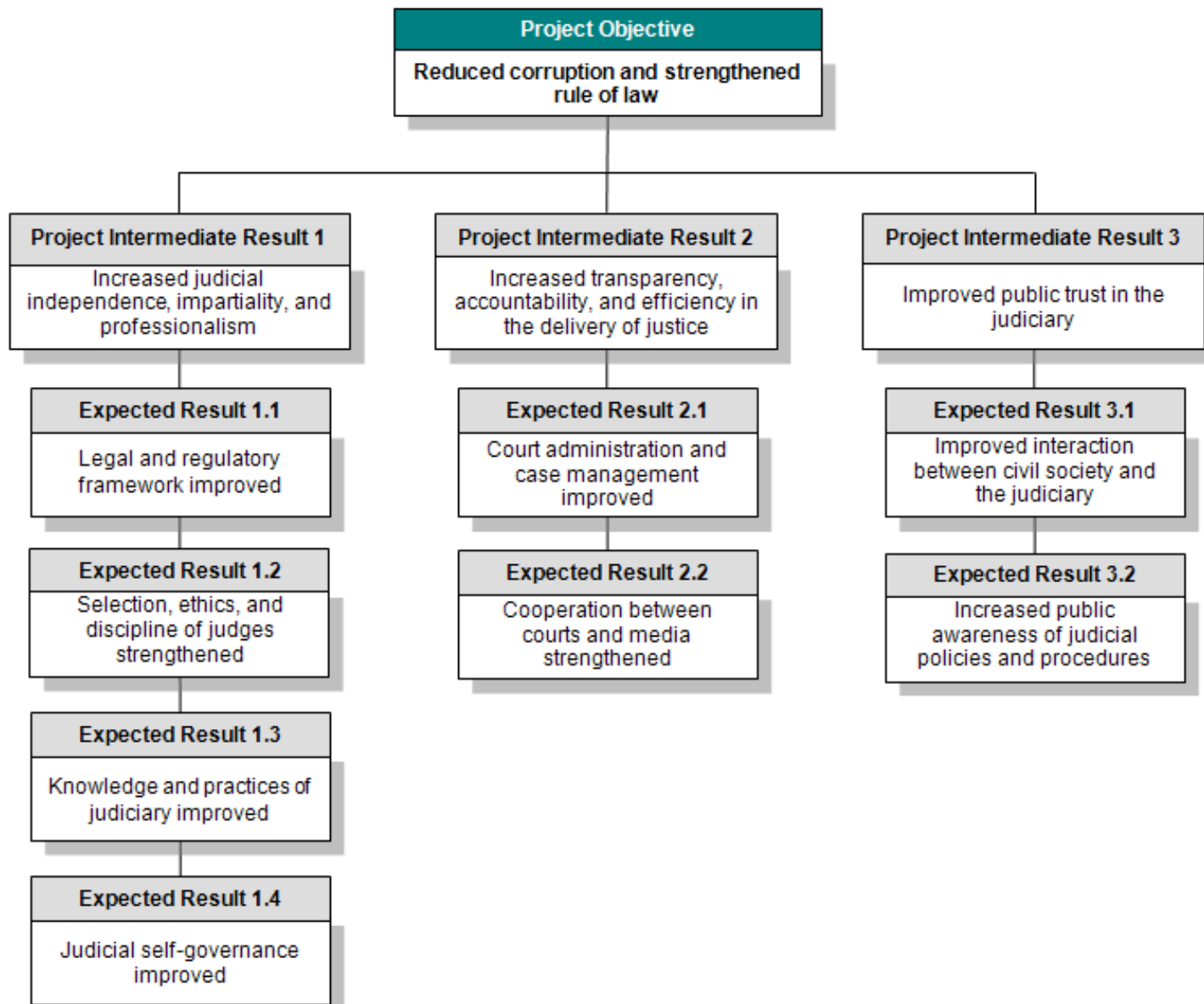


Ukraine Rule of Law Activity

Design a Logic Model based on the Ukraine Rule of Law Results Framework. Include activities, outputs, outcomes, and impacts.

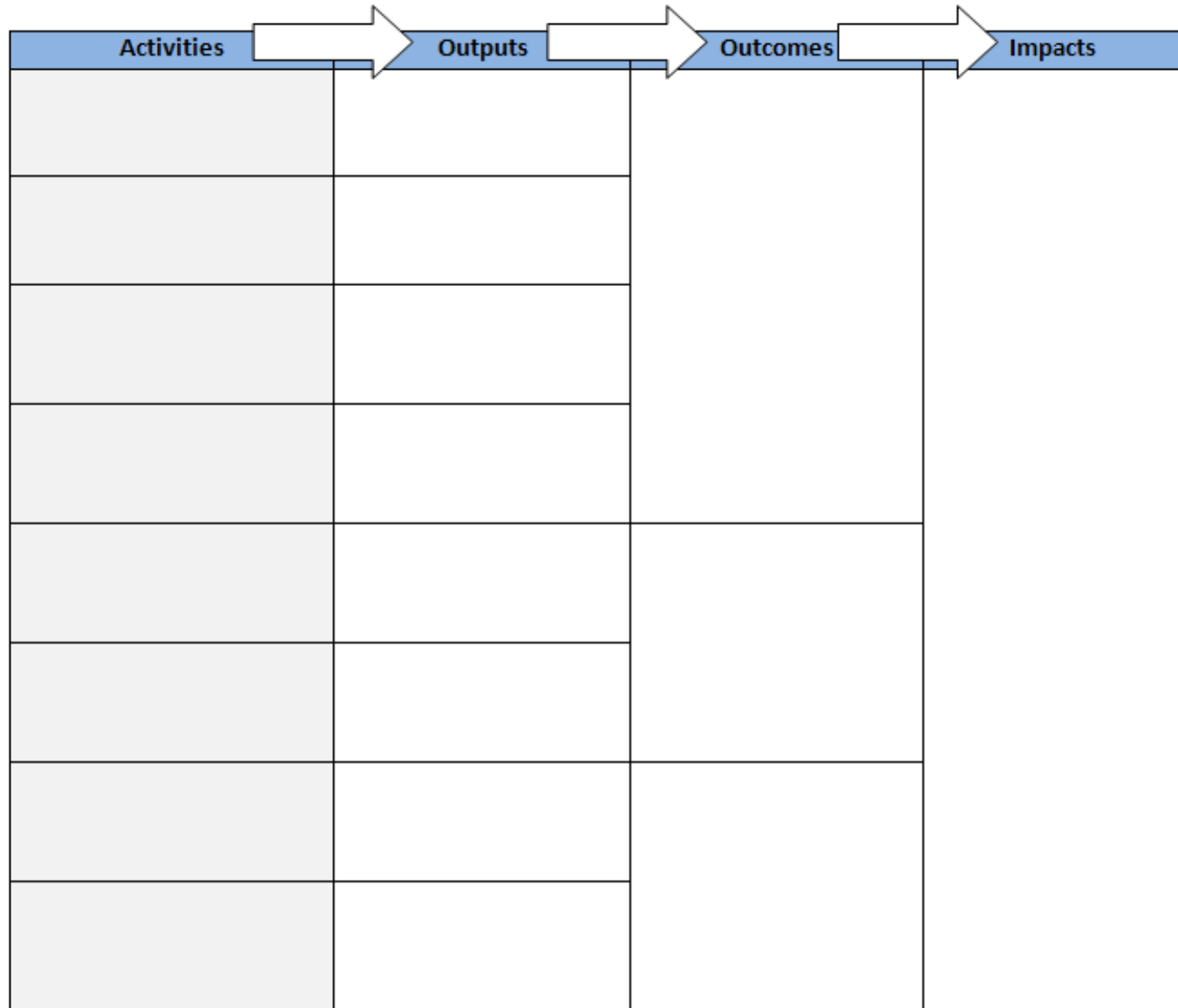


Ukraine ROL Results Framework





Sample Logic Model Outline





Q&A



Conclusion



A logic model is a roadmap showing how a program gets from Point A (program activities) to Point B (program impact).



Thank you!